

# **State of Alaska FY2003 Governor's Operating Budget**

## **Department of Corrections Administration & Operations Budget Request Unit Budget Summary**

## **Administration & Operations Budget Request Unit**

**Contact: Dwayne Peeples, Director**

**Tel:** (907) 465-3339 **Fax:** (907) 465-3253 **E-mail:** dwayne\_peeples@correct.state.ak.us

### **BRU Mission**

To protect the public and encourage offender rehabilitation through humane, safe, and cost-effective confinement and supervision. The department will respect the rights of victims and recognize the dignity inherent in all human beings as it pursues this mission.

### **BRU Services Provided**

- I. Population Management and prisoner movement.
- II. Financial monitoring and direction.
- III. Human Resources and training.
- IV. Information Technology services.
- V. Inmate Medical, psychiatric services and inmate behavioral modification programs.
- VI. Probation and Parole services.
- VII. Specialized services within the continuum of correctional management.
- VIII. Facility maintenance, renovation, renewal and repair.
- IX. Community Jail contracts.
- X. Oversight of Out-of-State and Community Placement contracts.
- XI. Point MacKenzie prison farm.
- XII. Correctional Industry programs for inmates.

### **BRU Goals and Strategies**

#### **MANAGE OFFENDERS IN A WAY THAT PROTECTS PUBLIC SAFETY.**

To do this, the Department will:

- Continue to implement its long-range population management plan to prevent overcrowding in the in-state correctional facilities, including maintaining high utilization of community residential center (CRC) beds, and expanding the use of alternatives to incarceration, such as electronic monitoring and CRC Supervision (home furlough) programs.
- Supervise offenders on probation or parole commensurate with their risk and program needs, including neighborhood-based community supervision services and enhanced supervision of felony DWI offenders on probation.

Performance measures for these goals include:

- Maintaining inmate populations within the maximum capacity of each institution;
- Minimizing the number of major incidents;
- Increasing probation and parole supervision of offenders through increased monitoring and accountability programs.

#### **PROVIDE SERVICES AND PROGRAMS THAT AFFECT POSITIVE CHANGE, STRUCTURE OFFENDER TIME, AND FACILITATE SUCCESSFUL REINTEGRATION OF OFFENDERS INTO SOCIETY.**

To do this, the Department will:

- Work cooperatively with the Mental Health Trust Authority and the Boards to provide services to the beneficiaries who are in the Department's custody or under the Department's supervision;
- Continue in-prison residential treatment programs for offenders who have chronic substance abuse problems;
- Expand the Department's Youthful Offender Initiative;
- Using principles of community justice, improve corrections-based victims' services.

Performance measures for these goals include:

- Increase substance abuse (alcohol and other drug) interventions for offenders;
- Increase education services for offenders in institutions.

PROVIDE EFFECTIVE CORRECTIONAL ADMINISTRATION THROUGH STRATEGIC PLANNING, TRAINING, QUALITY ASSURANCE, AND THE USE OF AUTOMATION AND NEW TECHNOLOGIES.

To do this, the Department will:

- Continue to implement and refine the Department's management information system;
- Implement the Department's strategic health care plan;
- Provide training, including victims' services training, for staff.
- 

Performance measures for these goals include:

- Expand the management information system to include medical, clinical, inmate accounting, and programmatic data.

### **Key BRU Issues for FY2002 – 2003**

CONSTRUCTION OF A NEW ANCHORAGE JAIL - Department staff continue to be involved on a daily basis in the planning and construction of a new Anchorage Jail. This year, the Department must recruit, hire, and train staff for the facility, as well as adopt operational policies for the facility.

PRISON AND JAIL OVERCROWDING - Alaska's institutions can only hold 2,786 inmates, forcing the state to send 800 inmates out-of-state. Furthermore, the daily average number of inmates imprisoned in Alaska continues to increase (from 3,337 in FY 94 to 4,151 in FY 99 to 4,261 in FY 00 to 4,362 in FY01 and is projected to be 4,622 by FY03). The department will address this by continuing to implement its long-term population management plan. Part of this is the governor's statewide regional expansion plan.

YOUTH OFFENDER INITIATIVE - Juvenile offenders, between the ages of 15 and 22, currently account for more than 16% of the department's in-state institutional population. While the Department opened its Spring Creek Youth Offender Unit in FY2001, it must also develop and implement a plan for youth pretrial felons.

COMMUNITY CORRECTIONS' FELONY DWI ACCOUNTABILITY INITIATIVE - The department will establish specialized caseloads for Probation Officers trained in managing the risk DWI offenders present to the safety of our communities.

STANDARDS AND ACCREDITATION INITIATIVE - Though the Department was relieved of court-monitoring, the Department must continue to develop its own initiative to ensure that its institutions continue to operate in a safe and secure manner. Toward this end, the department is seeking accreditation by the American Correctional Association (ACA) for its institutions.

NEW OFFENDER TRACKING AND INFORMATION SYSTEM (OTIS) - The department will need general funds to provide long-term operational support of the new Offender Tracking Information System which was started with federal grants.

HEALTH CARE INITIATIVE -- The Department is completing implementation of its strategic health care initiative, which refocuses on inmate services health care planning, negotiating medical contracts and introduction of a medical module for the delivery of physical health care services to prisoners.

### **Major BRU Accomplishments in 2001**

CLEARLY PROGRESS - In FY2001, the court released the department from monitoring requirements resulting from the Cleary class action law suit. The department is seeking accreditation by the American Correctional Association (ACA) for its institutions.

RESIDENTIAL SUBSTANCE ABUSE TREATMENT (RSAT) PROGRAM FOR MEN - The Wildwood Correctional Center RSAT Program has admitted 68 men, graduated 21 and maintains a waiting list 15. It is a twelve-month program for male inmates needing intensive substance abuse treatment.

SERVICES FOR VICTIMS - Expanded services for victims by providing a "1-800" contact telephone line at DOC central office; compilation and distribution of a Victim Resource Directory; conducting community victims' education classes in Nome and Bethel; continue Victims' Advisory Committees in Kenai, Fairbanks, Anchorage, Juneau, and Palmer; completed revision of Victim Impact manuals.

ANCHORAGE JAIL CONSTRUCTION - The Department has continued its successful partnership with the Municipality of Anchorage to construct a new 400-bed jail, scheduled to open in spring 2002. The project has met every benchmark to date and is on time and within budget.

AMERICAN CORRECTIONAL ASSOCIATION ACCREDITATION – Several facilities applied for accreditation with the American Correctional Association (ACA), which offers the opportunity to evaluate their operations against national standards, remedy deficiencies, and improve the quality of their programs and services. Two facilities fully prepared for the audit in FY2001 and will appear before the Commission on Accreditation in January 2002. At that time, full accreditation will likely be granted.

## **Key Performance Measures for FY2003**

### **Measure:**

The percentage of divisions that meet assigned performance measures.  
Sec 39.b.1. Ch 90 SLA 2001(HB 250)

### **Alaska's Target & Progress:**

For FY2002, the department was assigned 31 measures in Sections 38-47 of Chapter 90, SLA 2001. The Department is currently establishing targets and benchmarks for some of these measures.

### **Benchmark Comparisons:**

Every division should meet its assigned performance measures once baseline targets and benchmarks have been established for every measure.

### **Background and Strategies:**

The Commissioner has oversight for the entire Department of Corrections, including the Divisions of Institutions and Community Corrections. While the Department has budgetary responsibility for the Parole Board and the Alaska Correctional Industries boards manage these agencies. Teleconferences and meetings are held by the Commissioner's Office to discuss performance measures for each Division.

### **Measure:**

The number of convicted felons released in a calendar year who return to incarceration after being convicted of a new felony within one year, two years and three years after release.  
Sec 39.b.2. Ch 90 SLA 2001(HB 250)

### **Alaska's Target & Progress:**

Based on data from offenders released in 1997:  
76 or 17.67% returned in 1998  
40 or 9.3% returned in 1999 and  
31 or 7.21% returned in 2000  
The collective rate for this 3-year period was 34.3%

### **Benchmark Comparisons:**

According to the 2000 Criminal Justice Institute Adult Corrections Yearbook, the average recidivism rate among 39 jurisdictions was 33.8%. Agencies track the inmates for three years on average following release from prison.

### **Background and Strategies:**

The definition of recidivism in the Corrections Yearbook is "percentage of inmates being incarcerated for a new charge who have served a prior sentence."

### **Measure:**

The number of days in which the department's facilities are filled at greater than their emergency capacity.  
Sec 39.b.3. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

By frequent movement of inmates between facilities and transfers of many to the contract facility in Arizona, the Department has maintained the correctional institutions below their emergency capacity. During FY2001 the Department had a total of 5,475 facility days with only 339 days over capacity for a rate of .06%. In the first four months of FY2002 the Department has experienced an over emergency capacity rate of 2% (391 facility days out of 1845).

**Benchmark Comparisons:**

The Cleary Final Settlement Agreement, established over a decade ago, required the Department to bring its facilities' populations to no more than the emergency capacities established in the class action lawsuit.

**Background and Strategies:**

Due to increased state population, more criminal enforcement and longer sentences, the State's prison population has increased dramatically. The Department has developed and implemented a long-term population management plan. In FY 2000, the court reduced the scope of monitoring in the Cleary class action lawsuit by ending the monitoring of both women and the population in House One at Spring Creek. In August 2000, the Department filed its motion to terminate the class action litigation under AS 09.19.200 (Alaska's Prison Litigation Reform Act).

**Measure:**

The average time taken to respond to complaints and questions that have been elevated to the Commissioner's Office. Sec 39.b.4. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

Goal is to respond to all written inquires within a reasonable timeframe; not to exceed 15 calendar days. Averaged response time for period July 2001 – October 2001: 5.2 calendar days. Response time was calculated by dividing the sum of days lapsed by the number of inquiries.

**Benchmark Comparisons:**

15 calendar days is a sufficient amount of time for most responses.

**Background and Strategies:**

The Commissioner's office must be timely in its response to the community. Every attempt is made by the Commissioner's office to appropriately refer questions, or to respond directly, in order to facilitate a timely response. In developing this year's analysis ("number of inquiries") the department employed the following guidelines:

13. "Complaints and questions" must have been in writing;
14. Only "public" inquires were considered; and
15. "average time taken" was based upon calendar days.

**Measure:**

The cost of the division compared to personnel costs for the department. Sec 40.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The total departmental personnel expenditures for FY01 were \$89,027,900. The total expenditures for the Division of Administrative Services (Components: Administrative Services, Data and Word Processing, and Facilities) were \$4,071,300 or 4.6 % of the Department's personal service expenditures.

**Benchmark Comparisons:**

This average should not exceed 5%.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, and processes over 80,000 payroll and vendor warrants per year.

**Measure:**

The number of late penalties incurred for payroll divided by the number of paychecks issued.  
Sec 40.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The total number of late payroll penalties incurred during FY2001 was two out of approximately 30,000 warrants issued  
= .00006%

**Benchmark Comparisons:**

Payroll penalties incurred should be maintained at no more than ½ of 1%.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, and processes over 30,000 payroll warrants per year.

**Measure:**

The number of late penalties incurred for vendor payments divided by the number of vendor payments issued.  
Sec 40.b.3. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

248 late penalties incurred out of 50,268 vendor payments issued = .005%

**Benchmark Comparisons:**

.005% is a reasonable expectation given the ratio of staff to volume of vendor payments issued.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, processing over 50,200 vendor warrants per year.

**Measure:**

The number of complaints received concerning payroll errors divided by the number of paychecks issued.  
Sec 40.b.4. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

There were 72 complaints for over 30,000 paychecks issued which equals .0024 percent.

**Benchmark Comparisons:**

The Department of Corrections has a very complicated payroll due to the 24-hour coverage required for operations. A complaint ratio of .0024 is very low. This benchmark should be no more than 1%.

**Background and Strategies:**

Paying employees correctly and timely is always an important issue for any administrative services division. The Department strives to have all timekeepers trained in the complexities of bargaining unit agreements and operating 24-hour institutions.

**Measure:**

The number of outstanding audit exceptions divided by the audit exemptions during the fiscal year.  
Sec 40.b.5. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

State Single Audit for the period ending June 30, 2000 reported no exceptions found for the Department of Corrections. The State Single Audit for Period ending June 30, 2001 is currently in process with an expected completion date of approximately March of 2002.

**Benchmark Comparisons:**

Maintaining zero audit exceptions.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, and processes over 80,000 payroll and vendor warrants per year.

**Measure:**

The average medical cost per inmate.  
Sec 41.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001 the medical cost per inmate was \$17.35 per day or \$6,332.75 per year. The department will strive to contain this base of \$17.35 plus inflation and will pursue further cost containment measures and efficiencies. This measure has been revised.

**Benchmark Comparisons:**

Every effort will be made to reduce the cost per inmate below its current level.

**Background and Strategies:**

Every effort is made to provide basic health care needs at a reasonable cost. The National Institute of Corrections assisted with an examination of existing health care services and with recommendations for cost reduction without sacrificing the health and welfare of our inmates. Efforts are underway to introduce some of those recommendations as a part of our Strategic Health Care Plan.

**Measure:**

The amount of inmate co-pay fees collected annually.  
Sec 41.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The current authorization for inmate co-pay fees is \$28,000. During FY2001, \$66,157 in co-pay fees was collected.

**Benchmark Comparisons:**

\$3.00 per visit, except prescriptions.

**Background and Strategies:**

The required co-pay fee has reduced the number of frivolous medical visits thereby allowing the providers to address more appropriate medical concerns.

**Measure:**

Inmates who complete programs successfully divided by the number of inmates enrolled in the program, set out by program.

Sec 42.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

All statistics below represent July, August and September 2001:

Batterer's Program - 110 participants with 12 successfully completing (11%).

Of the 110 enrolled, 12 were transferred, 6 were released prior to completion, 5 were removed for cause, and 87 remain in the program.

Meadow Creek Correctional Center Sex Offender Program - 67 participants with 5 successfully completing (7%)

Of the 67 enrolled, 1 was released prior to completion, 3 were removed for cause, and 58 remain in the program. 79 assessments were performed.

Lemon Creek Correctional Center Sex Offender Program - 24 participants with 3 successfully completing (13%) and 21 remain in the program.

Adult Basic Education (ABE) - 226 participating with 38 successfully completing (17%)

Of the 226 enrolled, 11 were transferred, 15 were released, 4 were removed for cause, and 158 remain in the program.

GED - 188 participants with 50 successfully completing (27%).

Of the 188 enrolled, 22 were transferred, 8 were released, 7 were removed for cause, and 101 remain in the program.

Vocational/Technical - 385 participants with 34 successfully completing (9%).

Of the 385 enrolled, 29 were transferred, 3 were released, 37 were removed for cause, and 282 remain in the program.

Substance Abuse Programs - 423 participants with 69 successful completions (16%).

Of the 423 enrolled, 46 were transferred, 4 were released, 30 were removed for cause, and 274 remain in the programs.

**Benchmark Comparisons:**

Batterer's program: A benchmark is being developed.

GED: A 32% completion rate is expected once the new system gets established. FY02 numbers will be low because of the introduction of the system.

ABE: A benchmark is being developed.

Sex Offender treatment, Based on national data and according to the "50 State Survey" commissioned by the State of Colorado, a program completion rate should be approximately 45 – 55%.

Vocational: 15 – 20% for apprenticeship completion

Short term classes 80 – 85% completion rate

Substance Abuse Treatment - A benchmark is being developed this year.

**Background and Strategies:**

An important element to the reintegration of inmates to the community is participation in behavior changing programs.

The department is striving to offer more intensive programming, such as the therapeutic communities at Wildwood Correctional Center and Hiland Mountain Correctional Center, to augment the rehabilitative process.

**Measure:**

The number of re-admits who completed inmate programs during previous incarcerations with the department, set out by program

Sec 42.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

Completion of rehabilitation programs is meant to have a positive impact on re-incarceration.

20 inmates were re-incarcerated after having previously completed Inmate Substance Abuse Treatment (ISAT) outpatient program.

8 readmitted with GED completion (2 were released over 10 years prior to being readmitted)

2 readmitted with previous completion of Prison Batterer's Program

1 readmitted with completion of Prison Batterer's Phase I

1 readmitted who had previously completed Hazmat and Hazwopper program.

**Benchmark Comparisons:**

The department is currently developing benchmarks for each program.

**Background and Strategies:**

Completion of rehabilitation programs is meant to have a positive impact on re-incarceration. The department will strive to offer more intensive programming, such as the therapeutic communities at Wildwood and Hiland Mountain Correctional Centers, to augment the rehabilitative process.

**Measure:**

Inmates enrolled in GED programs divided by the number of inmates who have completed inmate programs.  
Sec 42.b.3. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

369 inmates enrolled in GED programs divided by 50 inmates who have completed inmate programs. This measure is impossible to calculate because the department has no way of determining inmates enrolled in multiple programs thus creating duplications.

**Benchmark Comparisons:**

Establishing a benchmark will have to be postponed until the program component of OTIS is in place prior to the end of FY2002.

**Background and Strategies:**

Clearly, inmates will fare better in the community with a completed education. Nearly every facility has a GED program providing the opportunity for many to elevate their education level. The department is implementing a new Offender Tracking and Information System (OTIS) which will enhance the department's ability to track offender program participation in a meaningful way. Prior to the development of OTIS the department has no means to obtain meaningful data.

**Measure:**

The percentage of program participants who receive jobs after release.  
Sec 43.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

This information is still being gathered manually while we try to determine a more efficient method of tracking. Between January 2001 and October 2001, a total of 56 offenders who had worked in Alaska Correctional Industries (or 3.3%) while incarcerated were released to the community. Of those 56, 18 are working, 24 are not on supervision and therefore cannot be monitored, 10 are not working and 4 were re-incarcerated.

**Benchmark Comparisons:**

Not having the ability to track those offenders who are released without supervision makes it nearly impossible to determine an appropriate benchmark for this measure.

**Background and Strategies:**

As a management tool, Correctional Industries provides inmates with a sense of accomplishment and pride. It also allows those inmates who participate, a chance to feel productive. It reduces the potential dangers of inmate idleness.

The mission of ACI is to assist in the rehabilitation of inmates by providing marketable work skills. Above and beyond the actual skills taught, the inmates learn work ethics that they can utilize inside and outside of prison walls.

**Measure:**

Income divided by expense for each ACI program.  
Sec 43.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

Fairbanks Garment = 1.357  
Hiland Mtn. Garment = .876  
Juneau Laundry = 1.265  
Mt. McKinley Meat & Sausage = 1.000  
Palmer Auto = 1.987  
Spring Creek Furn. = 1.244

Wildwood Furn. = 1.023  
All Programs = 1.018

**Benchmark Comparisons:**

The average of all programs should exceed the cost.

**Background and Strategies:**

The basis for having Correctional Industries is three-fold. One is to provide rehabilitative opportunities for offenders, the second to provide goods and services that do not compete with the private sector and the third to reduce the potential dangers of inmate idleness. As in any business, it should show a profit or at least break even.

**Measure:**

The percentage of ACI participants, set out by program, with sentences of

- (A) less than 3 years
- (B) three years to less than seven years
- (C) seven years to less than 12 years
- (D) 12 or more years

**Alaska's Target & Progress:**

	Unsentenced	% < 3 yrs.	% 3 - < 7 years	% 7 - < 12 years	% = 12 or more years.
<b>Hiland Mountain Garment Shop</b>	26%	39%	13%	9%	13%
<b>Palmer - Autobody Shop &amp; MMK Meats</b>	0	34%	21%	11%	34%
<b>Fairbanks - Garment &amp; Flat Goods shop</b>	30%	57%	13%	0	0
<b>Lemon Creek – Private Co-op &amp; Commercial Laundry</b>	4%	38%	28%	11%	19%
<b>Spring Creek Wood Office Furniture</b>	0%	0%	3%	3%	94%
<b>Wildwood - Furniture &amp; Metal Fabrications</b>	0%	42%	36%	13%	9%

**Benchmark Comparisons:**

The department is in the process of establishing this benchmark.

**Background and Strategies:**

The basis for having Correctional Industries is three-fold. One is to provide rehabilitative opportunities for offenders, the second to provide goods and services that do not compete with the private sector and the third to reduce the potential dangers of inmate idleness.

**Measure:**

The percentage of inmate pay that is used to pay restitution.  
Sec 43.b.4. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The percentage of inmate pay used by ACI workers to make restitution payments during FY2001 was .04%. Restitution is the sixth priority listed in AS 33.32.050. The percentage of inmate pay used to pay child support, which is listed as priority number one, was 30%.

**Benchmark Comparisons:**

The department is in the process of establishing the benchmark. The percentage should increase with time, given the

effect of the restitution legislation. Judges will likely begin to order restitution as part of the incarceration more often.

**Background and Strategies:**

Alaska Correctional Industries is an opportunity for offenders to earn more money than through the normal gratuity process. Statutorily this money may be used for disbursement, including child support and other obligations.

**Measure:**

The percentage of sentenced inmates who participate in Alaska Correctional Industries.  
Sec 43.b.5. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001, 10.3% of sentenced inmates incarcerated in Alaska were participating in Alaska Correctional Industries (ACI). From July 1, 2001 through October 31, 2001 an average of 11.38% of sentenced inmates incarcerated in Alaska were participating in ACI.

**Benchmark Comparisons:**

An average of 10% of the sentenced population participating in ACI is reasonable given transfers and turnover in some programs.

**Background and Strategies:**

The mission of ACI is to assist in the rehabilitation of inmates by providing marketable work skills. Above and beyond the actual skills taught, the inmates learn work ethics that they can utilize inside and outside of prison walls. As a management tool, it provides inmates with a sense of accomplishment and pride and reduces the potential dangers of inmate idleness.

**Measure:**

The number of inmates assaulted by staff while in custody.  
Sec 44.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001 there were 0  
FY2002 July 1, 2001 through October 17, 2001 there was 1 assault.

**Benchmark Comparisons:**

The Department has a zero tolerance policy regarding assaults on inmates by staff.

**Background and Strategies:**

Sound correctional practices dictate that inmates are more easily managed when they feel safe in their daily lives. The Department strives to maintain a safe environment for inmates and staff alike.

**Measure:**

The number of inmates assaulted by other inmates while in custody.  
Sec 44.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

FY2001: 25  
FY2002 July 1, 2001 through October 17, 2001: 12

**Benchmark Comparisons:**

The Department strives to keep this statistic to a minimum. Our percentage is .6%, which is one of the lowest in the Criminal Justice Institute's 2000 Corrections' Yearbook. The national average is approximately 3.0%.

**Background and Strategies:**

Sound correctional practices dictate that inmates are more easily managed when they feel safe in their daily lives. We strive to maintain a safe environment for inmates and staff alike.

**Measure:**

The number of inmate suicides.  
Sec 44.b.3. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

FY2001: 4  
FY2002 (7/1/01 through 10/17/01): 0

**Benchmark Comparisons:**

Though there will inevitably be suicide attempts, the Department strives to prevent all such actions.

**Background and Strategies:**

Sound correctional practices dictate that inmates are more easily managed when they feel safe in their daily lives. We strive to maintain a safe environment for inmates and to provide mental health screening to identify those who are at-risk.

**Measure:**

The average cost per day per inmates.  
Sec 44.b.4. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

\$114.37 per-day per inmate.

**Benchmark Comparisons:**

Cost is population driven.

**Background and Strategies:**

To provide the most efficient and cost effective services available while maintaining public protection as the departments number one priority.

**Measure:**

Inmates on felony probation divided by the number of probation officers set out by geographical area.

Inmates on felony parole divided by the number of probation officers set out by geographical area.  
Sec 45.b.1 & 2 Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The number of probationers and parolees are combined as Probation Officers supervise both and they do not track the distinction.

The Northern Region has 19 probation/parole officers for 1043 supervised (not counting absconders) = 55 average caseload

The Southcentral Region has 41 probation/parole officers for 3546 supervised cases (not counting absconders) =86 average caseload

The Southeast Region has 8 probation/parole officers for 389 supervised cases (not counting absconders) 49 average

caseload.

Caseloads vary, of course, depending on location and whether or not they are specialized caseloads.

**Benchmark Comparisons:**

- Establish optimal monthly caseloads of a Probation Officer who is not preparing pre-sentence reports at 70-75 offenders.
- Establish optimal monthly caseloads of a Probation Officer who is preparing pre-sentence reports at 60-65 offenders.
- Establish optimal monthly, specialized caseloads of a Probation Officer for DWI, Sex Offender and Mental Health cases at 45-50 offenders.

**Background and Strategies:**

The number of offenders on probation/parole during the last four fiscal years has increased by 411 felons, primarily in the Anchorage, Palmer and Fairbanks areas.

1998 statewide average monthly caseload: 4132

1999 statewide average monthly caseload: 4388

2000 statewide average monthly caseload: 4492

2001 statewide average monthly caseload: 4543

As the number of offenders placed on probation/parole continues to increase, it will become necessary to increase the number of probation officers providing supervision.

Caseloads higher than the benchmark standard for supervision make it more difficult to protect public safety.

**Measure:**

Probationers arrested set out by geographical area.

Parolees arrested set out by geographical area.

Sec 45.b.3 & 4 Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

July 1, 2001 through September 30, 2001

Northern Region – 146 = 14%

Southcentral Region – 165 = 5%

Southeast Region – 59 = 15%

**Benchmark Comparisons:**

The department is currently establishing this benchmark.

**Background and Strategies:**

Monitoring the percentage of arrests for offenders on supervision, by geographical area is one method for looking at an outcome variable in different parts of the state. The department hopes to be able to tell from this information the areas of weakness or strength and try to determine what factors influence the rates of arrest.

**Measure:**

The total cost of the program compared to the number of participants.

Sec 46.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001 the Department collected \$287,900 in receipts from offenders participating in the electronic monitoring program. Total program expenditure for FY01 was \$410,400 (all funds). During the fiscal year 405 offenders were placed in the program. This does not reflect cost avoidance by placement on Electronic Monitoring rather than hard or soft bed placement.

**Benchmark Comparisons:**

As the program is currently structured, over 50% of the cost is collected in fees.

**Background and Strategies:**

Electronic monitoring can provide a cost-effective alternative method of supervising low risk offenders who would otherwise be placed in expensive hard or soft beds in an institution or Community Residential Center (CRC). To date it has proven to be a successful program.

**Measure:**

The number of participants failing the program compared to the total number of participants set out by geographic location.

Sec 46.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001, 294 offenders in Anchorage participated in the electronic monitoring program. Of those, 192 successfully completed, 26 terminated and the remainder continued to be monitored. This is equal to an 8.8% failure rate. In Fairbanks, during FY2001, 103 offenders participated in the program. Of those, 87 successfully completed and 6 terminated. This is equal to a 5.8% failure rate. In Juneau, 8 participated in the program and successfully completed with a 0% failure rate.

**Benchmark Comparisons:**

The Department considers a 10% non-completion rate to be an acceptable percentage.

**Background and Strategies:**

Electronic monitoring can provide a cost-effective alternative method of supervising low risk offenders who would otherwise be placed in expensive hard or soft beds in an institution or CRC. To date it has proven to be a successful program.

**Administration & Operations**  
**BRU Financial Summary by Component**

*All dollars in thousands*

	General Funds	FY2001 Actuals Federal Funds	Other Funds	Total Funds	General Funds	FY2002 Authorized Federal Funds	Other Funds	Total Funds	General Funds	FY2003 Governor Federal Funds	Other Funds	Total Funds
<b><u>Formula</u></b>												
<b><u>Expenditures</u></b>												
None.												
<b><u>Non-Formula</u></b>												
<b><u>Expenditures</u></b>												
Office of the Commissioner	1,088.0	0.0	0.0	1,088.0	771.2	0.0	0.0	771.2	623.0	377.1	0.0	1,000.1
Parole Board	587.9	0.0	0.0	587.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Correctional Academy	577.2	0.0	26.4	603.6	665.1	0.0	75.0	740.1	671.2	0.0	75.0	746.2
Administrative Services	2,439.4	71.1	51.6	2,562.1	2,487.1	72.4	52.4	2,611.9	2,434.8	73.9	53.6	2,562.3
Data and Word Processing	854.9	135.2	300.0	1,290.1	696.5	796.2	74.2	1,566.9	1,952.3	60.0	25.0	2,037.3
Fac-Capital Improvement Unit	9.8	0.0	209.3	219.1	0.0	0.0	213.8	213.8	0.0	0.0	217.1	217.1
Inmate Health Care	16,363.1	0.0	624.1	16,987.2	14,241.4	0.0	1,267.3	15,508.7	16,087.7	0.0	1,588.0	17,675.7
Inmate Programs	420.8	0.0	2,927.1	3,347.9	487.3	456.0	2,671.7	3,615.0	903.3	2.6	2,880.4	3,786.3
Correctional Industries Admin	1,176.4	0.0	33.1	1,209.5	1,187.4	0.0	0.0	1,187.4	1,202.2	0.0	0.0	1,202.2
Corr Industries Product Cost	0.0	0.0	3,940.2	3,940.2	0.0	0.0	4,150.6	4,150.6	0.0	0.0	4,150.6	4,150.6
Institution Director's Office	733.9	0.0	222.3	956.2	1,146.0	959.0	408.9	2,513.9	939.6	937.7	300.1	2,177.4
Anchorage Jail	0.0	0.0	0.0	0.0	3,999.1	0.0	15.0	4,014.1	8,766.8	369.4	922.3	10,058.5
Anvil Mtn Correctional Center	3,728.7	0.5	11.0	3,740.2	3,947.7	0.0	9.0	3,956.7	4,116.4	0.0	9.0	4,125.4
Combined	6,643.7	297.1	145.3	7,086.1	7,372.4	79.0	0.0	7,451.4	7,296.5	80.3	290.2	7,667.0

	FY2001 Actuals				FY2002 Authorized				FY2003 Governor			
	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds
Hiland Mtn Corr Ctr												
Cook Inlet Correctional Center	7,256.0	1,677.6	393.8	9,327.4	8,072.3	1,290.2	225.0	9,587.5	7,942.1	1,317.6	474.1	9,733.8
Fairbanks Correctional Center	6,730.3	156.6	0.0	6,886.9	6,867.5	77.4	0.0	6,944.9	6,886.2	79.3	21.0	6,986.5
Ketchikan Correctional Center	2,653.2	3.3	0.0	2,656.5	2,695.4	0.0	0.0	2,695.4	2,746.2	0.0	20.5	2,766.7
Lemon Creek Correctional Ctr	5,811.3	4.6	120.3	5,936.2	6,019.8	0.0	50.0	6,069.8	6,075.7	0.0	151.9	6,227.6
Mat-Su Correctional Center	2,607.1	26.0	0.0	2,633.1	2,674.0	0.0	0.0	2,674.0	2,712.2	0.0	59.1	2,771.3
Palmer Correctional Center	8,131.3	101.4	0.0	8,232.7	8,351.7	0.0	0.0	8,351.7	8,350.3	0.0	156.1	8,506.4
Sixth Avenue Correctional Ctr	3,843.3	105.1	155.7	4,104.1	3,514.7	362.8	23.4	3,900.9	0.0	0.0	0.0	0.0
Spring Creek Correctional Ctr	13,326.3	0.0	192.7	13,519.0	13,839.5	0.0	0.0	13,839.5	14,120.4	0.0	0.0	14,120.4
Wildwood Correctional Center	8,144.3	0.1	0.0	8,144.4	8,158.5	0.0	0.0	8,158.5	8,263.0	0.0	15.6	8,278.6
Yukon- Kuskokwim Corr Center	3,736.8	0.0	95.0	3,831.8	3,996.2	0.0	60.0	4,056.2	4,164.2	0.0	60.0	4,224.2
Point MacKenzie Rehab Program	0.0	0.0	0.0	0.0	2,157.6	0.0	0.0	2,157.6	2,187.5	0.0	0.0	2,187.5
Community Jails	4,718.5	0.0	0.0	4,718.5	4,844.9	0.0	0.0	4,844.9	5,244.9	0.0	0.0	5,244.9
Community Corrections Director	749.7	0.0	35.6	785.3	855.0	0.0	181.2	1,036.2	930.2	0.0	144.6	1,074.8
Northern Region	2,388.3	0.0	0.0	2,388.3	2,410.0	0.0	0.0	2,410.0	2,557.0	0.0	0.0	2,557.0

	FY2001 Actuals				FY2002 Authorized				FY2003 Governor			
	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds	General Funds	Federal Funds	Other Funds	Total Funds
Probation Southcentral Region	4,595.6	0.0	0.0	4,595.6	4,738.9	0.0	0.0	4,738.9	5,359.9	0.0	165.6	5,525.5
Probation Southeast Region	930.5	0.0	15.2	945.7	989.3	0.0	0.0	989.3	1,002.1	0.0	0.0	1,002.1
Probation Transport & Class	1,431.4	0.0	138.9	1,570.3	1,334.0	41.0	140.9	1,515.9	1,352.0	141.0	201.1	1,694.1
Electronic Monitoring	93.9	0.0	275.8	369.7	62.0	0.0	759.8	821.8	63.5	0.0	764.1	827.6
Facility Maintenance	0.0	0.0	6,901.0	6,901.0	0.0	0.0	7,780.5	7,780.5	0.0	0.0	7,780.5	7,780.5
DOC State Facilities Rent	88.2	0.0	0.0	88.2	86.3	0.0	0.0	86.3	91.3	0.0	0.0	91.3
White Bison Project	0.0	0.0	0.0	0.0	50.0	0.0	0.0	50.0	50.0	0.0	0.0	50.0
<b>Totals</b>	<b>111,859.8</b>	<b>2,578.6</b>	<b>16,814.4</b>	<b>131,252.8</b>	<b>118,718.8</b>	<b>4,134.0</b>	<b>18,158.7</b>	<b>141,011.5</b>	<b>125,092.5</b>	<b>3,438.9</b>	<b>20,525.5</b>	<b>149,056.9</b>

## **Administration & Operations**

### **Proposed Changes in Levels of Service for FY2003**

Changes in various components include additional funding to maintain current levels of services. These items include increased fuel costs, Therapeutic Courts, Liquor License Applicant Check/Training to support increased inmate populations. Also, a fund source change in Community Corrections for the VPSO Program.

#### Data and Word Processing

A decrement in the amount of \$745.4 to reduce authorization for unrealizable Federal, CIP and IA Receipts is being offset by an increment to replace these fund sources and increase general fund authorization for this component. Department systems were previously developed, implemented and maintained with federal funds. In order to continue to maintain the existing staff necessary to operate the offender information system and the 35 network sites, the Department need to replace the loss of funding.

#### Facility-Capital Improvement Unit

A decrement to reduce funds authorized for the Department to enter into a twenty-year agreement predicated on an agreement with a private third-party contractor who would construct and operate a private prison facility by providing custody, care and discipline for persons held by the Commissioner of Corrections under authority of state law. The community of Kenai voted to deny support of a private prison in the area.

#### Inmate Health Care

\$2,000.0 (\$1,655.0 GF and \$345.0 PFD) will be used to assist with the increased cost of providing medical care to sentenced and un-sentenced offenders. This has resulted from continued inflation of pharmacy costs, staff salaries and contract physician and hospital care.

#### Sixth Avenue Correctional Center

All funds in the Sixth Avenue Correctional Center are being transferred to the new Anchorage Jail component to support operations.

#### Anchorage Jail

In addition to the transfer of all funds from Sixth Avenue Correctional Center, an increment in the amount of \$1,895.5 of state general funds will cover the initial operating cost increases of the new replacement Anchorage Jail. These funds will be used to cover the full 12 months of personal service costs of the 83 full-time positions allotted in FY2002 and to further support day-to-day operations.

#### Inmate Programs

Child Protection – Children with Incarcerated Parents - \$515.0 (\$250.0 GF and \$265.0 PFD) will be used to identify at risk children and their incarcerated parents and link them with a home visitation model. Home visitation with trained para-professionals provide early identification, prevention and intervention as well as provide linkages with community resources for these families.

#### Community Jails

An increment of \$400.0 GF will provide an 8% inflationary adjustment to the contract and enable the communities to stabilize their infrastructure and workforce so that they can continue to provide local short-term incarceration for state prisoners. Funding for these contracts has remained static for the period FY1996 to FY2002 at which time the legislature approved an increase of \$126,200 to cover 15 jail contracts.

#### Southcentral Region Probation

Child Protection – Dual Diagnosis Probationers and Parolees with Children – An increment of \$500.0 (\$471.2 GF and \$28.8 PFD) will provide the necessary staffing and contractual accountability program to increase specialized caseloads for dual-diagnosed offenders (both genders) with children. Correctional staff will collaborate with the Department of Health and Social Services and community agencies to provide services to children and parents.

**Administration & Operations**  
**Summary of BRU Budget Changes by Component**  
**From FY2002 Authorized to FY2003 Governor**

*All dollars in thousands*

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
<b>FY2002 Authorized</b>	<b>118,718.8</b>	<b>4,134.0</b>	<b>18,158.7</b>	<b>141,011.5</b>
<b>Adjustments which will continue current level of service:</b>				
-Office of the Commissioner	-148.2	377.1	0.0	228.9
-Correctional Academy	6.1	0.0	0.0	6.1
-Administrative Services	-52.3	1.5	1.2	-49.6
-Data and Word Processing	14.6	0.0	0.0	14.6
-Fac-Capital Improvement Unit	160.5	0.0	3.3	163.8
-Inmate Health Care	191.3	0.0	-23.9	167.4
-Inmate Programs	166.0	-453.4	-56.2	-343.6
-Correctional Industries Admin	14.8	0.0	0.0	14.8
-Institution Director's Office	-612.0	-21.3	-136.8	-770.1
-Anchorage Jail	2,871.8	369.4	907.3	4,148.5
-Anvil Mtn Correctional Center	161.0	0.0	0.0	161.0
-Combined Hiland Mtn Corr Ctr	-84.1	1.3	290.2	207.4
-Cook Inlet Correctional Center	-135.9	27.4	249.1	140.6
-Fairbanks Correctional Center	0.0	1.9	21.0	22.9
-Ketchikan Correctional Center	47.8	0.0	20.5	68.3
-Lemon Creek Correctional Ctr	42.4	0.0	101.9	144.3
-Mat-Su Correctional Center	36.6	0.0	59.1	95.7
-Palmer Correctional Center	-23.6	0.0	156.1	132.5
-Sixth Avenue Correctional Ctr	-3,514.7	-362.8	-23.4	-3,900.9
-Spring Creek Correctional Ctr	250.9	0.0	0.0	250.9
-Wildwood Correctional Center	91.4	0.0	15.6	107.0
-Yukon-Kuskokwim Corr Center	161.8	0.0	0.0	161.8
-Point MacKenzie Rehab Program	26.5	0.0	0.0	26.5
-Community Corrections Director	-42.8	0.0	-36.6	-79.4
-Northern Region Probation	147.0	0.0	0.0	147.0
-Southcentral Region Probation	149.8	0.0	136.8	286.6
-Southeast Region Probation	12.8	0.0	0.0	12.8
-Transport & Class	18.0	100.0	60.2	178.2
-Electronic Monitoring	1.5	0.0	4.3	5.8
-DOC State Facilities Rent	5.0	0.0	0.0	5.0
<b>Proposed budget decreases:</b>				
-Data and Word Processing	0.0	-736.2	-49.2	-785.4
-Fac-Capital Improvement Unit	-160.5	0.0	0.0	-160.5
-Inmate Health Care	0.0	0.0	-0.4	-0.4
-Inmate Programs	0.0	0.0	-0.1	-0.1
-Community Corrections Director	-14.0	0.0	0.0	-14.0
<b>Proposed budget increases:</b>				
-Data and Word Processing	1,241.2	0.0	0.0	1,241.2
-Inmate Health Care	1,655.0	0.0	345.0	2,000.0
-Inmate Programs	250.0	0.0	265.0	515.0
-Institution Director's Office	405.6	0.0	28.0	433.6
-Anchorage Jail	1,895.9	0.0	0.0	1,895.9

**Proposed budget increases:**

-Anvil Mtn Correctional Center	7.7	0.0	0.0	7.7
-Combined Hiland Mtn Corr Ctr	8.2	0.0	0.0	8.2
-Cook Inlet Correctional Center	5.7	0.0	0.0	5.7
-Fairbanks Correctional Center	18.7	0.0	0.0	18.7
-Ketchikan Correctional Center	3.0	0.0	0.0	3.0
-Lemon Creek Correctional Ctr	13.5	0.0	0.0	13.5
-Mat-Su Correctional Center	1.6	0.0	0.0	1.6
-Palmer Correctional Center	22.2	0.0	0.0	22.2
-Spring Creek Correctional Ctr	30.0	0.0	0.0	30.0
-Wildwood Correctional Center	13.1	0.0	0.0	13.1
-Yukon-Kuskokwim Corr Center	6.2	0.0	0.0	6.2
-Point MacKenzie Rehab Program	3.4	0.0	0.0	3.4
-Community Jails	400.0	0.0	0.0	400.0
-Community Corrections Director	132.0	0.0	0.0	132.0
-Southcentral Region Probation	471.2	0.0	28.8	500.0
<b>FY2003 Governor</b>	<b>125,092.5</b>	<b>3,438.9</b>	<b>20,525.5</b>	<b>149,056.9</b>